

Region 1, Northwest Indiana Workforce Board Workforce Plan

PY2006 and PY2007



Submitted February 2007



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Local Plan – PY2006 and PY2007

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Introductions

Optional Introductory Section (should be kept brief 1-2 pages, maximum)

The Northwest Indiana Workforce Board (NWIWB) is pleased to present its strategic plan for providing workforce development services to the communities of Northwest Indiana in EGR1. We believe this plan is comprehensive in scope and aggressive in its mission to provide innovative, cost-effective, and creative solutions to meet the needs of employers and prepare a ready-to-go workforce for the region.

For more than 20 years, the seven counties of Northwest Indiana have been in a state of transition from a reliance on manufacturing to a knowledge-based economy. This transformation has created innumerable opportunities for growing businesses, entrepreneurs, job creation and economic development. However, it has also created a dystopia for those who have seen their job transferred overseas, or who have been unable to realign their skills and experience to match the requirements for today's job market. The NWIWB envisions a service delivery system that makes it much more efficient for employers to utilize their local WorkOne Center as a partner to their business. As a partner, we need to help them find the right workers, provide them with training resources, and pledge to assist them in their efforts to overcome various workforce challenges.

The NWIWB also sees the need to engage employed and dislocated workers with opportunities to upgrade their portfolio of transferable skills and leverage their experience to increase their personal wealth. Whether it is a need for workplace literacy or professional development, we need to support their ability to participate in a globally competitive and thriving economy. Another focus for the NWIWB is to provide young people with the tools they need in order to be successful after high school with an understanding of how to build a career within the ever-changing needs of the job market, a capacity and desire for lifelong learning and skill-building, and the reward of finding and performing meaningful work.

We believe that one of the greatest strengths of this strategic plan is its overarching contribution to economic development. The realignment of workforce development services to a market-driven, employer-partner collaboration requires a regional mindset with engaged partners in economic development and workforce development. We see our role as a catalyst and key stakeholder in Northwest Indiana, working together with regional economic development and planning agencies like the Northwest Indiana Forum (NWIF), the Northwest Indiana Regional Planning Commission (NIRPC), the newly created Regional Development Authority (RDA), in addition to the Indiana Economic Development Corporation, local economic development organizations, and the Port at Burns Harbor. Employers and community leaders have taken notice of this alignment, and have become more active as members of consortiums for shared training needs, advisory boards, and related initiatives. For example, the NWIF utilized the NWIWB's industry cluster reports to help formulate its strategy around manufacturing, logistics, and professional services.



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Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals.

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

The NWIWB recognizes the workforce needs of Northwest Indiana and has brought together the collective experience and insights of its board members to craft its mission, vision, and goals. Our mission, vision, and goals are focused on being attentive to the needs of the region, while also formulating a strategy to raise the bar on employability, educational attainment, productivity, and the value of our workforce—all of these need to be coordinated effectively in order to promote the vitality of our regional economy.

Mission Statement

To mobilize and integrate the leadership, services and resources of the community to support workforce development. This will be achieved by:

- Strategically planning and developing policy for workforce development
- Overseeing the workforce development system.
- Developing and allocating resources for workforce development
- Participating in related economic development activities

Vision Statement

A workforce that is highly skilled, motivated and diverse, earning sustainable or higher wages and actively engaged in skill advancement and life long learning

Goals

1. Develop a WorkOne system as a comprehensive career and employment resource, which is user friendly, accessible and customer focused.
2. Align service and training providers with the demand-side needs identified by the region's employers.
3. Actively pursue youth engagement strategies, particularly emphasizing educational attainment and productive employment.
4. Use research to focus attention on demand industry clusters and create regional awareness of issues.
5. Use knowledge of workforce needs to influence public policy at local, state, and federal level.

Finances

- What are your primary funding streams including sources with dollar amounts?



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The funding for the WorkOne system in Northwest Indiana includes funds from the Workforce Investment Act, Wagner Peyser services, Trade Adjustment Act, Veterans' Services, Unemployment Services, and the Strategic Skills Initiative.

	For 2006 – 2007	For 2007 – 2008
WIA Funds	\$7,924,725	
Transition	\$ 65,408	
Navigator	\$ 48,698	\$ 58,794
SSI	\$ 770,222	\$741,358
Rapid Response	\$ 395,100	
Work Keys	\$ 65,000	
Total	\$9,269,153	\$800,152

The NWIWB is committed to reaching all performance standards for EGR1, including state and federal standards, with a focus on enhanced performance at all WorkOne offices. See **Performance Standards Report** for EGR1 as **Attachment A**.

- What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY 2007.

In their deliberations, the NWIWB decided to invest 90% of available funding for program year 2006-2007 in the regional operator and three service providers maintaining the balance as a reserve or as an insurance policy for future needs. The balance will be used for unanticipated special project needs and to maintain a consistent level of funding for programming next year regardless of federal actions which might reduce WIA allocations.

2006-07	\$8,476,680
2007-08	\$8,500,000 Estimated

- What percent of your WIA funding is used for administration in contrast to program, for overhead² in contrast to service delivery, and for tier of services (core, intensive and training)?

WIA – Administration	10%
WIA – Program	90%

<u>Tier of Services</u>	
Core	35%
Intensive	35%
Training	30%

Overhead percent was calculated using management from three service providers, CWI and NWIWB budget. The overhead rate was 22.6%.

² Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.



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- What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?

Our core philosophy is to increase the effectiveness of the WorkOne system. We are working with the management team of the WorkOne offices to maximize our resources, reduce inefficiencies, and eliminate redundancies. Since the NWIWB and RO have just begun their work, an assessment of integration issues with partners related to paying fair share of costs, need and utilization of services in various offices, and administrative and management functions and costs are just now being addressed. The changes in service responsibilities among the three service providers, the ongoing issues with People Soft and Track One, and the uncertainty of the new UI Modernization program are also factors to be incorporated into this assessment which is now targeted to occur during the next six months. Until this assessment is completed, no broad sweeping change is anticipated. However, as part of normal operating procedures, both the NWIWB and RO are looking at continuous improvement and efficiencies in all facets of the work.

- Describe the competitive process used to award grants and contracts for activities carried out under WIA.

One of the primary tasks assigned to the NWIWB is the procurement of the Regional Operator for EGR1. The NWIWB issued the RFP for Regional Operator on March 30, 2006 with a due date of April 28, 2006 for submissions. RFP submissions were received by two organizations. A mandatory Bidders Conference was held on April 18, 2006 to identify qualified bidders, explain the RFP and answer questions. The contract period for the RFP is from July 1, 2006 to June 30, 2008 with a one-year renewal option at the board's discretion. The NWIWB selected CWI as the Regional Operator in May 2006, allowing transition activities to begin for a start date of June 30, 2006. CWI, as Regional Operator, immediately began the process of choosing WIA service providers.

The Regional Operator is responsible for the procurement of the WIA service providers. This task takes place prior to the beginning of a two-year funding cycle. A Request for Proposal template that has been used and evaluated through various monitoring processes became the primary document that described what was needed and how to respond to this need. Generally, WIA funds are procured for a 2-year period.

The RFP defined the intent for services, the service description, the funds available (if known), performance expectations, the expectation for functional staff alignment, and all the conditions for a successful bid. The announcement of the RFP for WIA service provider took place by using local bidders' lists, an extensive regional prospect list, newspaper notices, placement on various Web sites, and providing the document to the Department of Workforce Development for distribution and posting. The RFP cover letter encouraged those who received it to inform other groups that they felt might be potentially interested parties. A bidder's conference was not offered, but provision was made for respondents to call in or submit electronic questions for a response. The request for proposal period was for 21 days, and structured so that a fairly complex proposal response could be expected. The proposal response took into account the



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expectation for integration and function alignment across the primary funding sources of WIA, TAA, Veterans (to the extent allowed), and Wagner Peyser. Raters were identified and oriented before the proposal deadline.

A standard review and rating criteria, published as part of the RFP, was completed within four business days after the final submission date. This enabled raters to identify bidders based on 'high to low' priority scoring. The goal was to enable the highest two scoring bidders, who also met all qualifying conditions, to be brought in within the week to begin 'best and final' presentations, with a recommendation to take place shortly thereafter based on the Regional Board's guidance. The same process, using different specifications, will be used for new funds unless there are additional funds that will be added to an existing contract or funds that were acquired through the submission of joint projects whereby the recipients of the funds are part of the approval process.

Strategic Service Delivery

- How is the RWB addressing the needs for service delivery in a cost effective manner?

The sharing of cost between service providers and state funded workforce programs lowers the overhead costs. In smaller rural areas offices are frequently located with other community based organizations again to lower overhead and allow for sharing of general resources.

Funding sources are also considered to leverage services to customers. Whenever possible, plans are made in a way not to duplicate services available through alternate resources. These efforts attempt to target funds to key or critical unmet needs.

- With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?

The RWB is beginning to look at utilization of offices as well as service strategies and funding sources for each of these offices. After the analysis is complete, the RWB will determine new service strategies which need to be incorporated in order to achieve a comprehensive set of resources for the employers and job seekers. The RWB will broaden its outreach to include more partners to co-locate and deliver services in existing WorkOne offices and express sites. Additional marketing will be implemented in order to increase traffic and utilization of the WorkOne centers. Another possible strategy will be to change office locations in order to "right size" the space needed and to reduce overhead costs.

- Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.

Regionally we have a memorandum of understanding (MOU) that not only outlines the expectations of the WorkOne but also provides a matrix whereby partners can identify those services they are willing to offer WorkOne customers. The MOU is written for all WIA required



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partners with the exception of those deemed State Workforce Board affiliates. Any and all local partners who have similar missions or whose services augment the work of the WorkOne are encouraged to sign an MOU as well.

- Who are those partners?

To date, though the mix of partners does vary from one community to another, EGR 1 hosts MOUs with at least one Faith Based partner for each county, Sheltered Workshops, Literacy Programs, Information and Referrals systems, and so on. A partial list is below: (Please note we do have formal arrangements with the Department of Workforce Development programs, Senior Programs, Adult Education, and Vocational Rehabilitation but believe the State Workforce Investment Board will take the lead in MOU development)

Purdue University Calumet
www.calumet.purdue.edu

Ivy Tech Community College
www.ivytech.edu

Indiana University Northwest
www.iun.edu

Transition Resources
www.transitionresources.org

Job Corps
<http://jobcorps.dol.gov>

East Chicago HUD

Gary Housing Authority

Senior Employment Service

East Chicago HUD

Experience Works
www.experienceworks.org

Heartland Employment Services

A K Smith Center
www.mcas.k12.in.us/aksmith/home.htm

Consumer Credit Counseling of Northwest Indiana
www.cccsnwi.org



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Jasper County Faithworks

La Porte Chamber of Commerce
www.lpchamber.com

Michiana Resources
www.michianaresources.org

Michigan City Area Schools
www.mcas.k12.in.us

Michigan City Housing Authority
www.michiganacity.org/cityhall/departments/housing/propertyinquiry.htm

Real Services
www.realservicesinc.com

Newton County Adult Education

Newton County Aging & Community Services

Faith Works of Newton County

Opportunity Enterprises, Inc.
<http://www.oppent.org/>

Portage Adult Education
<http://www.portage.k12.in.us/adulted/index.htm>

Purdue University North Central
www.pnc.edu

- What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?

Integration of services and workflow for the WorkOne system requires changes on the part of staff and the organizations represented as partners. These changes, while creating a fair amount of uncertainty on the part of the field staff, by no means needs to create undue stress or burdens. Instead it will be viewed in a positive light so that individual strengths are allowed to be the focal point of each person's role. Surveys, small group meetings and casual networking with staff will serve as the approaches to gather existing workers thoughts, ideas, and input for assessing where gaps in skills are. Then training of both job specific and operating philosophy and syncing of all managers and supervisors will serve to create a singly focused vision. These elements will be the features of the integration process. The overall structure will use a 'lean manufacturing' mentality and a 'team' structure.



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A number of approaches will be implemented from the very beginning. First, the RO and organizational level leaders will have to meet at the first possibility to discuss strengths and weaknesses of the present system. The leadership both for formal and functional supervision of state, local, and special program staff must be in agreement and follow the same vision for the local WorkOne system to move into a more integrated structure. This group will be known as a 'leadership team' to ensure that all staff and organizations involved have a voice at the table. A general diagram of the structure proposed for larger full service offices will be distributed to make sure that all staff understands the integrated structure. This will be a key point of consensus needed between all members of the leadership team.

Integrating functions will be defined as those key roles needed to carry out the processes integral to customer and/or employer success. Generally speaking these will relate to 1) the front end activity of data gathering and information sharing; 2) managing individuals and process for those who have formally been placed into funded services; 3) career guidance and group job search training; and finally 4) employer relations and business services. These functional re-alignments and integration will recognize not only the key components of Core, Significant Staff involvement (e.g. Intensive and Training as described in WIA) but also those services offered by Wagner Peyser, Veterans, and Trade Assistance that are similar to those of WIA. Services to be addressed will fall within the primary categories identified on pages 49-50 then again beginning on page 54 of the DWD State Plan. A flow chart is attached to this proposal that depicts this functional staffing alignment.

After the leadership team has been briefed on the process needed to move forward, the RO will begin to assess the knowledge and skills levels of staff. The individual staff competency assessments will be done using a joint effort within the leadership team. The formal supervisors, in the case of existing staff, will have input based on their knowledge of the individual staff's strengths. Each individual staff person will also have the opportunity to express their interest and areas of expertise. The assessment for areas such as computer use, proficiency on the labor exchange, and testing will allow for demonstration of skills and/or background information as in those cases where higher level educational credentials are required for test interpretation. The leadership team will discuss candidates prior to finalizing positioning. Note: Service provider RFP respondents may already have functionally trained staff that they propose as part of their bid.

Based on the information gathered each individual will then be positioned into the functional roles noted above that best suits their skill sets. This re-alignment of staff will be followed up with training efforts that incorporate general workflow and job specific skills. Training will be for all staff that operate out of the WorkOne or Express offices and is addressed in detail later in the proposal.

In all offices whereby staffing levels make it feasible, customer service teams will be developed. Teams will be made up of staff from the four primary functional focuses: 1) front end – provide information, triage, basic assessment, and program screening; 2) case management – support the progression and tracking of individuals who have been registered for a program including placement into services and networking with other partner groups; 3) career counseling and



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guidance – to offer one on one guidance, workshops, and more in depth assessment; and 4) job-seeker assistance and employer service – to provide workshops, placement, and employer and business services. Using the team approach will improve the transparency of movement from one aspect of service to the next as members discuss customers and coordinate activities. This conceptual approach will still allow for staff deemed ‘specialists’ to perform specialized tasks that are unique to a particular funding source or target group such as Veterans.

- How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery?

The primary system for tracking WIA client data will be TrackOne, the state adopted data management system. This system procured and authorized by IWD will be maximized in its use by service providers. All data and client centered information will be housed in this system. As the development of the architecture improves the RWB is amenable to using it for other projects such as SSI and specialized employer based training initiatives. It is the RWB’s desire to have one primary database for all Workforce programs under their jurisdiction so that better labor market and success information can be culled.

- How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?

The RWB has already begun the integration of the SSI into WIA service delivery and operations. WorkOne provider staff has been briefed on the initiatives funded through WorkOne and will be assisting with the recruitment of participants into one of the nine (9) components of SSI. SSI is built on the critical skill shortages where there are jobs going unfilled. Therefore, these positions will continue to have a high priority in the list of training opportunities endorsed by the RB.

- What strategies are being developed to support the three Pro Talent objectives described in “Accelerating Growth – Indiana’s Strategic Economic Development Plan?”

While endorsing all three Pro Talent objectives described in Accelerating Growth, the NWIWB has a particular interest in at risk youth. Based on research conducted during the last year, there are over 12,000 youth in Lake County who are not in education, training, or employment. In order to stop the spillage of these youth into the community without hope for securing a job with self sustaining wages, the RWB is undertaking the piloting of Jobs for America’s Graduates in both the Gary and East Chicago school systems. These pilots will be carefully monitored to determine their success for future expansion into other schools.

- What is the RWB’s continuous improvement strategy?

Continuous improvement will be a hallmark of this integration. Using such tools as surveying, one on one informal chats, and Web-based surveying with staff, followed by action that gives credit where credit is due, skepticism can be turned around.



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Continuous improvement will incorporate several different tracks. A leadership track where ideas are generated and field tested. Next is the field level track whereby various methods of gathering 'hot' ideas or thoughts about how to improve processes are solicited and rewarded. Finally, of course, is the customer track (job-seeker, worker, employer, and stakeholder) input. Although various approaches will be used to gather this information, all feedback will go to the leadership team to ultimately review and see if trends present themselves.

- How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?

Locally, partner groups and customer service teams will be given the latitude to document resulting improvements then submit their success for the regional newsletter. The field staff will be empowered to gather customer feedback and use that information to strengthen their offices or to make decisions on the part of the customer. Leadership and supervisors will gather staff input to strengthen local and regional processes and system. Using this sort of multi-layered, multi-dimensional approach increases the levels of integration, improves overall quality and ensures higher likelihood of sustainability.

Feedback forms and interviewing using 'scripted' interview questions will be part of a process to gather a broad array of thoughts and ideas. Feedback gathering will take place on a regular, ongoing basis at the local level. This information will be reviewed monthly by the leadership team. Quarterly, the leadership team will report to the RO examples on how employer and job-seeker input is used to produce improved internal and external customer satisfaction in addition to change services or processes.

The Customer Service Team will act as a catalyst to review practices within other WorkOne systems. Tracking the progress of other Indiana Regions by reviewing the outcomes of others and the success of their practices will enable Region 1 staff to use this information as a benchmark against local systems then identify possible process improvements. During the second year the Customer Service Team can look at non WorkOne, private practice types of systems to provide an even more defensible measure of continuous improvement or implementation.

WorkOne Marketing

- How is the RWB promoting the WorkOne system?

The RWB through the RO will concentrate on two areas of marketing while providing a consistent image as a key tenant. A cross marketing service plan includes a continuous promotion of services, enabling clients to build trust in the system. A strong public relations campaign will sustain a regional image that will enable the WorkOne to become a strong alliance to employers and job-seekers in this workforce region.

- What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?



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Branding

- Supporting the IWD plan by promoting a single brand of identity to help avoid duplication of services and confusion among the customers and partner groups.

Promoting

- Creation of a quarterly E-newsletter would highlight: services, workshops, events. Partner staff would create articles for submission describing the WorkOne services highlighting customer success stories.
- Press releases and articles submitted monthly to area print media will also create awareness.

Public Relations

- Provide monthly Press Releases announcing partner services and WorkOne events.
- Each WorkOne office will annually promote at least one Career/Job Fairs. These events will be in collaboration with partner groups and may be in conjunction with similar events such as Reality Stores.
 - How is the RWB's website used to promote the WorkOne system and increased communication?

The homepage of the RWB's website prominently features the WorkOne logo, promotes the use of WorkOne, provides a list of locations, hours and services for each WorkOne office, provides labor market information provided by DWD and other sources, and news of interest regarding WorkOne programs and notice of RWB meetings. The site also offers a list of relevant links to Indiana Workforce Development, sources for additional workforce data, regional planning commissions, regional economic development, and the Indiana Economic Development Corp. The site also includes a page for submitting questions and comments.

- What are the EGR strengths, weaknesses, opportunities and threats?

STRENGTHS:

Our regional economy typically lags the Midwest when it comes to growth as well as recovering from downturns. However, over the last five years, the region has continued to grow in some key areas, like healthcare, retail, professional services, and logistics. Overall, manufacturing employers continue to shed jobs, though some are hiring skilled workers. We have a number of new investments in the region that are creating jobs, like BP's \$3 billion expansion project dedicated to processing Canadian Crude, creating 2,500 construction jobs in East Chicago, Hammond, and Whiting, in addition to several other recent announcements:

- Horseshoe Casino, Hammond: \$485 million expansion with 450 new jobs and over 1,000 construction jobs
- Cabela's, Hammond: \$125 million investment with 400 new jobs
- Bass Pro Shops, Portage: \$115 million investment with 300 new jobs
- SYSCO Corporation, Starke County, \$75 million dollar investment with 500 new jobs



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- Mittal Steel, East Chicago: \$100 million upgrade to #7 Blast Furnace, with 1,300 Construction Jobs
- Mittal Steel, East Chicago: announced East Chicago as their new world headquarters for R&D, \$10 million investment
- US Steel, Gary: \$260 million dollar upgrade to #14 Blast Furnace, 1,000 jobs
- Purdue has already filled their new multi-million dollar Technology Center and planning for an expansion.
- A pending intermodal facility in LaPorte County, which could create 2,000 jobs or more.

The Regional Development Authority (RDA) is developing a strategic plan to use the proceeds from the lease of the toll roads for infrastructure projects that will support economic development and job growth. Top priorities include public transportation, intermodal facilities, and expansion of the Gary Chicago International Airport.

Additional strengths include a strong network of community partners, including educators, government, economic development professionals, business leaders and other stakeholders. We are also considered to be a region with a strong work ethic.

We have a close proximity to Chicago and are connected to major transportation routes by air, water, rail and highway.

- 65 percent of the nation's markets can be reached in a single day by truck.
- Burns International Harbor leads all western Great Lakes ports in international cargo. Six million tons of domestic and general cargo is handled in Burns International Harbor annually.
- Northwest Indiana has access to the world via the Saint Lawrence Seaway or the Mississippi River.
- Northern Indiana has one of the highest concentrations of rail service routes in the U.S., including service by Canadian National (CN); Chicago South Shore and South Bend (CSS & SB); CSX; Elgin, Joliet and Eastern; Indiana Harbor Belt (IHB); Indiana Northeastern; Norfolk Southern (N&S); and Union Pacific.
- Northwest Indiana also has a commuter railroad that is easily accessible from several cities, connecting downtown Chicago to South Bend.

We have a stable, mature, and diversified economy; and a skilled workforce that is extremely mobile. Our costs of living and costs of doing business are lower than most metropolitan areas.

- Cost of living averages 5 to 20 percent below similar communities in Illinois, Michigan and Ohio.
- Housing costs are approximately 30 percent lower than those of surrounding areas.
- Insurance costs are approximately 20 percent less.
- Health care costs are approximately 10 percent less.
- Materials for Indiana manufacturers cost an average of two to three percent less than the national average due to decreased transportation costs.

WEAKNESSES:



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Over 8,000 jobs in manufacturing have disappeared in the last five years. Many people who have lost their manufacturing jobs have not returned to post-secondary schools to update their skills. A significant portion of the region's workforce is not prepared for employment in a knowledge-based economy. They lack basic skills in math and literacy, problem-solving and critical thinking. Most employers do not post their employment opportunities; nor do they rely on the WorkOne system, creating an inefficient environment for recruiting talent. They are also not aware of the business services available to them at WorkOnes, including WorkKeys and other assessment tools, the talent bank, training grant programs and other resources.

Many public schools are challenged to meet the minimum levels for ISTEP scores, which is not unique for the region since over 70 percent of public high schools in the State of Indiana and 140 school corporations are on academic watch status. The Gary Community School Corp was the only school corporation to be placed in the lowest tier, academic probation by the Indiana Department of Education. With the recent tax restructuring and caps on tax increases, many school corporations have had to lay off teachers and cut various programs like arts, gymnastics and anything not required by Core 40. It is critical for the region to address this weakness immediately, since these students are the region's future workforce.

Another weakness has been the fragmentation of efforts across geo-political boundaries. However, there is a growing awareness of the need to address challenges on a regional level; there are many projects and organizations that engage leadership across communities, counties, statewide or even at the national level.

OPPORTUNITIES:

All of the recently announced economic development projects will help propel the regional economy forward. These new and expanding employers will be looking for qualified workers, and need to provide appropriate training and skill development. This could provide a number of opportunities for WorkOne system to meet their needs.

The RDA is looking at qualified projects to support. Certainly, any job training initiatives that are aligned to meet the needs of employers involved in these projects should be a priority for funding and sustainability. The NWIWB can assist the RDA and participating companies to maximize the return on investment for workforce development: identify shared employer needs, apply for funding, and manage the process to meet all objectives and milestones.

THREATS:

The economy continues to improve (though at a slow pace), but could easily turn downward if national or even Midwest economies begin to stagnate. Our aging population is creating challenges for many employers as workers leave the workforce. For instance, the region has experienced an ongoing shortage of nurses, concurrent with shortages on a national level. Even with the new nursing school capacity created by SSI funding, the forecast is that there will continue to be a shortage of nurses. Currently, the average age for RNs is in their late 40s, who tend to retire by age 55. This environment could create a crisis in the future unless more is done to expand the pipeline for new RNs. Other healthcare occupations face similar threats.



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Another threat is the growing number of people who are unable to work for a sustainable wage. The costs of gasoline and operating a vehicle, coupled with a lack of other transportation alternatives make it very difficult for workers in some communities to find work where the jobs are. Many communities that are growing are in areas unserved by public transportation, or require significant commutes of 20 miles or more from areas with the highest levels of unemployment.

- How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?

The NWIWB already participates in many economic development activities and works closely with communities on new business attraction, expansion and retention. NWIWB staff contact employers to identify workforce needs and assist them with training grants, WorkKeys utilization and other resources. The NWIWB is actively involved in Major Opportunities to identify qualified applicants and prepare them for opportunities in the trades, as well as assisting those with skill gaps to help them to increase their employability and connect them with employers. Many of the new businesses coming to Northwest Indiana qualify for TAG grants or have occupations in demand that are being addressed by SSI and other initiatives—especially in logistics and manufacturing. SSI funds for nursing programs have created a high awareness among healthcare employers that the NWIWB is a strategic business partner to help them meet their workforce needs for critical occupations. The NWIWB is also seen as a source for labor market information that can assist current and potential employers with their decision-making when considering a relocation or expansion.

- How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?

The NWIWB has an ongoing opportunity to provide a leadership role in the development of a regional mindset and by creating an atmosphere for cooperative planning throughout the EGR. By building consortiums of employers and advisory groups of community leaders, the NWIWB is able to leverage WorkOne resources to address issues like workplace readiness, skill building, literacy, etc. One of the most difficult issues is being able to help public school corporations in light of their budget constraints, lack of staffing, and focus on compliance rather than preparing students for the world of work. School-to-work initiatives are sorely needed in most school corporations, along with innovative programs, curriculum and ideas to inspire youth to do their best in school, and challenge them to want a rigorous dose of math, sciences and college preparatory coursework. The NWIWB will continue to seek funding through various corporate gifts and foundation grants to meet these needs.

Grant Opportunities

- What grants or types of grants does the RWB plan to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.



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The NWIWB will apply for funding through the Indiana Economic Development Corporation's Community Development Action Grant (CDAG) program to fund its industry cluster work with employers in key industries in the EGR. In addition, the NWIWB will apply for high growth initiative grants and related funding opportunities through the U.S. Department of Labor, foundations, and corporate sponsors. These grants typically cover program costs, with an allowance for some administrative and fiscal expenses related to the management of the grant. Such funding supports the goals in the NWIWB's strategic plan to develop the WorkOne system into a comprehensive career and employment resource, meet employers' needs by aligning service and training providers' services, support school-to-work strategies for youth, research the opportunities for employment in the region's growing industry clusters and support strategies for economic development, and influence public policy at all levels by providing decision-makers with information regarding the needs of the workforce.

The NWIWB recently submitted a grant request to the Indiana Office of Community and Rural Affairs in partnership with the Starke County Initiative for Lifelong Learning (SCILL). The grant request would fund IC³ computer certification training from a local training vendor and a Fast-Track Logistics training program through IVY Tech. Both training programs focus on the needs of employers. SCILL identified computer training as a priority among employers in Starke County. The NWIWB identified logistics training as a priority for Starke County and the region through its successful participation and funding through the Strategic Skills Initiative. These training programs support our strategic plan to build a skilled and knowledgeable workforce for critical occupations in growing industries.

- What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.

We connect employers in our region to a variety of grants in several distinct ways.

Currently, our staff visits with employers to determine their workforce issues and needs. Labor market information is often requested on behalf of a prospective employer with information about wages, employment, and other data. We also assist our local Chamber of Commerce or Economic Development partners to identify solutions for existing companies that want to expand or are looking to increase their sustainability. We also refer employers to our workforce partners to reinforce our communication and integration of services. We recognize employers may not recognize the need for grant opportunities at that moment; however, they can reconnect with the partner service or CWI at a later time. This method has proved fruitful for employers and workforce partners.

For example, a local Chamber event in Michigan City was created to promote awareness of manufacturing entities in and around the area. The RO visited each booth and presented packets of materials about WorkOne materials, workforce partner services and CWI resources along with contact information. Follow up calls were made and visits were scheduled. Out of the 12 participating companies, 10 were visited by RO, WorkOne, DWD or IEDC staff. Five became WorkKeys companies, one received a TAG grant, and several are considering both WorkKeys



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and TAG grants. In addition, there was an increase in the usage of WorkOne services; job posting or veteran services, or business consulting sessions. More importantly, we have created a trusted relationship with these same employers.

The newly created position of Business Development Consultant provides the NWIWB with a focal point for contacting employers and connecting them with workforce development services. The Business Development Consultant will advance the Regional Board's transition to a business driven system through implementation of business service strategies. The Business Development Consultant will perform as a program manager and the primary sales force for agency products and services within the region including training grant (TAG) funds, promotion and marketing of the incumbent worker training program, increasing participation of new employers into the Occupational Employment Survey, coordination of Rapid Response activities, distribution of various research and analysis products, and development of WorkKeys profiling and assessment projects. The Business Development Consultant will focus on all development and support for workforce issues related to employer expansion and retention projects in collaboration with the Indiana Economic Development Corporation, Chambers of Commerce, IWD, and post-secondary education. The Consultant is expected to meet annual targets for TAG applications and awards, WorkKeys profiles and assessments.

In addition, several staff members visit or host local or state-level chamber events, economic development forums, and local professional networking events such as Society of Human Resource Management councils, Manufacturing or trade councils, etc. RO staff members have provided materials or present information that would generate interest about grant opportunities and various programs available to employers.

For example, after the RO hosted an Indiana Chamber event in Lake County, we were able to make a referral for a manufacturing company that assisted them in acquiring funds that would allow them to offer English as a Second Language classes for their employees.

Grant opportunities we highlight during our visits include:

- Training Acceleration Grants (TAG)
- WorkKeys
- Skill Enhancement Funds (SEF)
- Funds given by Adult Education Works to assist with Workplace Skills
- Literacy Grants given by local Community Organizations or Foundations

On a monthly basis, staff attend WorkOne leadership meetings and partner meetings; they also introduce staff to grant opportunities that would enhance business service visits to employers.



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Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics

- What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.

NORTHWEST INDIANA'S LABOR MARKET PROFILE

(Lake, Porter, LaPorte, Jasper, Newton, Starke, and Pulaski Counties)

Northwest Indiana's population estimate for July 1, 2005 was 844,629, up 2.6 percent from the 2000 Census total of 823,388. The estimated population made up 13.1 percent of Indiana's total 2005 estimated population of 6,271,973.

According to the 2000 Census, 434,468 people twenty-five years of age or over had at least a high school diploma. That represented 81.8 percent of the regional population in that age group. Of that population, 87,530 or 16.5 percent had a bachelor's degree or higher.

Every day, over 55,000 workers from the region commute to the State of Illinois for work. At least another 10,000 workers commute to work somewhere else outside of the region. The region's "workforce" represents all workers employed in the region no matter where they reside. In 2004, 14,882 workers from the State of Illinois commuted to the region for work.

The estimated average unemployment rate for September 2006 was 4.9 percent compared to an average of 4.7 percent for the State of Indiana. The region's unemployment rate has historically trended above the state average. The region's unemployment rate was based on an estimated average residential labor force of 406,955, a 1.4 percent increase over September 2005. Of the present labor force, 386,895 were employed and 20,060 were unemployed.

Healthcare had the highest increase in new jobs in the period from 2001 to 2005, adding 3,761 people. Accommodation & Food Services came in 2nd with 899 new openings, followed by Administrative and Waste Services with 892. The largest decrease in employment was manufacturing with a loss of 8,916 jobs, followed by Retail Trade, which experienced a net loss of 1,448.

For 2005, there were 317,132 jobs at industries within the region. The largest employing industry in the region was manufacturing, with 15.7 percent of the total industry employment with Government (all levels) second at 15.2 percent. The industry showing the most growth in workers over a 4-year period (since 2001) was Health Care & Social Assistance, which increased by 3,761 workers or 9.8 percent above the 38,563 of 2001. Professional and Business Services added 1,499 jobs over the same period. The Transportation and Warehousing sector has the potential for significant growth, given the recent announcements by some national firms to locate



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in the region, creating hundreds of new jobs. An intermodal facility is also under serious consideration in the region, which could create an additional 2,000 jobs or more. Of employers in the region, 84 percent employed less than 20 workers and represented 23 percent of all in-region employment.

Average earnings in the region for all industries rose to \$34,621, a 9.8 percent increase from 2001 to 2005. The largest growth was in Information, with an increase in earnings of 20.5 percent with average earnings of \$35,915, followed by Management of Companies and Enterprises, with an increase in earnings of 20.4 percent with average earnings of \$78,071. Manufacturing wages increased by 18.8 percent to boost average annual earnings to \$56,323. Eight of Northwest Indiana's 20 industry sectors (including government) had annual average earnings greater than the Indiana average for those industries, while the industry with the lowest annual earnings was Accommodation & Food Services at \$11,764.

There have been several job fairs throughout the region in recent months, hosted by universities, colleges, high schools and employers. All of them have experienced a tremendous response from people seeking employment or a better opportunity. Employers continue to report that a large number of people who apply for jobs do not have sufficient skills necessary for employment—typically in reading, writing, math, critical thinking, problem-solving and communications. We also have a significant population of young people between the ages of 16 and 21 who are not in school, not working, and not seeking employment. Without a high school diploma, most of them have great difficulty in finding a job that pays more than the minimum wage.

- What are the workforce needs for the area's employers (current and future)?

The greatest current workforce needs in the region are for occupations in healthcare, manufacturing and logistics with projected shortages for at least the next 5–7 years. For the Strategic Skills Initiative, CWI identified these three occupational categories as the most in demand by employers for current and future employment needs. This information was the result of extensive interviews with employers in these industries and confirmed by DWD projections of openings due to annual growth and replacements through 2012.

In the future, with the advent of the Regional Development Authority and recent economic development activity, there will be increased demand for workers to support occupational demands in logistics: distribution, warehousing, trucking, air cargo and airline traffic, and other related jobs. The need for skilled trades and crafts people for the construction industry will increase steadily as various infrastructure projects unfold. Commercial and residential construction activity continues to grow at a faster pace in many communities than the Midwest average. Professional Services is another fast-growing industry that requires people with college degrees, licensing, and other credentials, with opportunities in accounting, architecture, engineering and computer systems design.

- How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.



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We have been successful in recruiting employers by industry to form consortiums to support shared training needs through training grants and other funding sources. Currently, CWI is working with several employers affiliated with the Port at Burns Harbor to provide production skills in addition to ESL and soft skills that will result in a Career Development Certificate. Several SSI projects are targeted to provide training and job-ready skills for specific occupations, such as RNs, welders, diesel mechanics, logistics clerks, dispatchers and those working with RFID. We have gained a lot of traction with employers by working with LEDOs and community leaders to promote the use of WorkKeys, TAG grants, Skill Enhancement Grants, and other related business services provided by WorkOnes, service providers, and vendors. We also provide our colleges, universities and WIA training providers with feedback from these employers regarding training needs in order to assist our efforts to upgrade current worker skills. In addition, they also provide placement services that assist us with finding new workers and preparing students for entering the workforce.

- What are the EGR's current and projected employment opportunities?

There continues to be a regional shortage of RNs and other skilled healthcare workers with appropriate licenses and certifications. As the region continues to age, there will be increased opportunities for employment at hospitals, acute and long-term facilities, and affiliated services. The average age of a nurse in the region is 49, with a projection that there are not enough people in the workforce and education pipeline to replace them over the next 5 years as they begin to retire.

For manufacturers, despite the continued decline in employment, there is a growing need for skilled workers. Many employers require at least a 2-year technical degree or associates degree, in addition to experience in a manufacturing setting. A number of employers have enjoyed the benefits of increased productivity and improved processes to do more work with fewer workers. Those who remain are typically very experienced and trained as machinists or related precision metalworking skills. Welding is a very important skill in the region; though it is mostly stick welding. Welders are required to be certified, and many students are offered employment before they even finish their training programs. Because most welding jobs are in the range of \$12-14 per hour, many experienced welders move on to MIG or TIG welding, or leave welding to perform work that pays a higher wage since they typically have additional manufacturing skills besides welding. There is also a growing need for 1st line supervisors with manufacturing experience.

Logistics companies continue to expand and relocate to the region. SYSCO plans to hire 500 people over the next two years, and a pending intermodal facility would create over 2,000 jobs. Other large- and medium-sized employers in the distribution, transportation, and warehousing industries continue to add workers. The occupations that require more high-level skills are for 1st line supervisors, dispatchers and clerks, who need skills like computer literacy, communications, and problem solving.



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- What are the EGR's high-demand, high-wage occupations (should come from Strategic Skills Initiative)? This must include a demand occupation list.

From CWI's SSI Report 3, submitted to IWD in 2005

Table II.1: Number of Shortages Projected for 2007 & 2012

Healthcare					
Code	Occupational Title	2007¹ Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
29-2061	Licensed Practical and Licensed Vocational Nurses	2280	60	2,360	-16
29-2052	Pharmacy Technicians	1,035	63	1,120	71
29-2021	Dental Hygienists	500	-42	570	-148
29-2011	Medical and Clinical Laboratory Technologists	340	12	380	17
29-1111	Registered Nurses	7,270	250	7,910	348
29-1051	Pharmacists	960	98	1,030	109
11-9111	Medical and Health Services Managers	530	16	600	19
Totals		12,915	457	13,970	400
Manufacturing					
Code	Occupational Title	2007¹ Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,625	51	1,560	55
51-4121	Welders, Cutters, Solderers, and Brazers	1,975	207	1,980	378
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	2,620	28	2,580	32
41-4012	Sales Representatives, Wholesale and Manufacturing, except Technical and Scientific Products	2,360	200	2,400	231
17-2141	Mechanical Engineers	510	-1	480	-43
Totals		9,090	485	9,000	653
TDL					
Code	Occupational Title	2007¹ Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
53-7051	Industrial Truck and Tractor Operators	1,845	58	1,760	62
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	595	-1	600	-3
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	485	12	480	18
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,015	21	1,030	24
43-5061	Production, Planning, and Expediting Clerks	1,485	48	1,400	54
43-5032	Dispatchers, except Police, Fire, and Ambulance	330	10	330	9
Totals		5,755	148	5,600	164
Totals for 3 Industries		27,760	1,090	28,570	1,217

¹ Based on straight-line method

Employment Source: Indiana Workforce Development Agency



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The RWB's Occupations in Demand list is as follows:

(Occupations that are eligible for an ITA are marked with an asterisk *)

1) Healthcare

- *Cardiovascular Technologists & Technicians
- *Dental Assistants
- *Dental Hygienists
- *Emergency Medical Technicians
- * Personal & Home Health Aides
- *Licensed Practical and Vocational Nurses
- * Medical Coding
- *Medical and Health Services Managers
- *Medical Assistants
- *Medical Records Technicians
- *Nursing Aides & Orderlies
- *Occupational Therapists
- *Occupational Therapy Assistants
- *Pharmacy Technicians
- *Physical Therapy Assistants & Correctional Therapy Assistants
- Physical Therapists
- *Radiological Technicians
- *Registered Nurses
- *Respiratory Therapists
- *Surgical Technicians

2) Distribution, Logistics & Transportation

- *1st-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand
- *1st-Line Supervisors/Managers of Transportation
- *Automotive Body Repairers
- *Automotive Mechanics
- *Bus, Truck Diesel Mechanics
- *Dispatchers, Except Police, Fire, and Ambulance
- *Freight, Stock & Material Movers
- *Industrial Truck and Tractor Operators (forklift drivers)
- *Operating Engineers
- *Railroad Conductors
- *Traffic, Shipping, Expediting, and Receiving Clerks
- *Truck Drivers, Heavy
- *Truck Drivers, Light
- *Truck Drivers, Tractor-Trailer

3) Advanced Manufacturing – Precision

- *1st-Line Supervisors/Managers of Production and Operating Workers
- *Assemblers
- *Computer Aided Design/Manufacturing Technicians



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-
- *Electric Motor, Transformer Repairers
 - *Electrical & Electronic Repairers
 - *Heating, A/C, Refrigeration Mechanics
 - *Inspectors, Testers, Sorters, Samplers & Weighers
 - *Machine Setters, Operators & Tenders
 - *Maintenance Repairers, General Utility
 - *Millwrights
 - *Numerical Control Machine Operators
 - *Plastic Molding Machine Operators/Tenders
 - *Precision Production, Craft & Repair
 - *Sales Representatives, Wholesale and Manufacturing,
 - *Tool & Die Makers
 - *Welders, Cutters, Solderers, and Brazers
 - *All Other Machine Operators
 - *All Other Precision Assemblers, Metal
 - *All Other Assemblers & Fabricators
 - *All Other Hand Workers
- 4) Professional, Financial Services and Technology
- *Adjustment Clerks
 - *Bill & Account Collectors
 - *Biomedical Engineers & Technicians
 - *Bookkeeping, Accounting & Audit Clerks
 - *Child Care Workers
 - *Clerical Supervisors
 - *Computer Engineers/Technicians
 - *Computer Programmers
 - *Computer/Electronic Repair
 - *Computer Support Specialists
 - *Financial Managers
 - *Human Resource Clerks
 - *Human Resource Managers
 - *Legal Secretaries
 - *Marketing, Advertising, Public Relations Managers
 - *Paralegal and Legal Assistants
 - *Police and Sheriff's Patrol Officers
 - *Receptionists and Information Clerks
 - *Security Guards
 - *Social and Human Service Assistants
 - *Supervisors
 - *System Analysts
 - *Teacher Aides & Educational Assistants
- 5) Construction Trades
- Construction Managers



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-
- *First Line Supervisors, Construction
 - *Carpenters
 - *Electricians
 - *Brick Masons
 - *Concrete & Terrazzo Finishers
 - *Painters & Paperhangers
 - *Plumbers, Pipefitters, & Steamfitters
 - *Insulation Workers
 - *Roofers
 - *Structural Metal Workers
 - *All Other Construction Workers
 - *Sheet Metal Workers
- 6) Hospitality, Amusement, Recreation, Tourism (HART)
- *Gaming Dealers
 - Casino Managers
 - Gambling Hall Attendants
 - Food Service & Lodging Managers
 - Recreation Workers
 - Restaurant Cooks
- 7) Specialty Service Occupations
- * Child Care Workers
 - * Human Resource Clerks
 - * Receptionists and Information Clerks
 - * Security Guards
 - * Social and Human Service Assistants
 - * Teacher Aides & Educational Assistants
- 8) OTHER Demand Occupations Not Elsewhere Categorized (NEC)
- Agricultural Production
 - Dairy Farm Workers
 - Egg & Poultry Farm Workers
 - Life Sciences
 - *Biological Technicians
 - *Surveying & Mapping Technicians
 - *Chemical Equipment Operators & Tenders
- What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?

For Phase I of the SSI project, CWI used O*Net to identify critical skills associated with each occupation. The set of skills common to the most shortage occupations include the following:

- Active Listening skills, e.g., paying attention to what other people are saying, understanding the content and asking reasoned questions as appropriate.



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- Critical thinking skills, e.g., using logic and reason to identify strengths, weaknesses, and solutions to problems.
- Communication skills such as oral, reading, and writing.
- Technology skills as a category was not among the skills sets identified by O*Net, but it was an important concern to employers in the region for the occupational categories that were identified as shortages.

Manufacturing employers look for skills in welding, mechanical aptitude, electrical, maintenance, and machining. All of them provide on-the-job training for specific procedures, equipment and processes and often cross-train their employees to perform a variety of tasks, but look for increasingly complex levels of proficiency in math, reading and comprehension among applicants.

Healthcare occupations require licensure by the State of Indiana through accredited educational programs and tend to have accountability that can measure and certify the skills of students before they are employed. The formal programs that provide such training are designed to give students the skills they need. However, Healthcare employers cite the lack of soft skills—poor work ethic, poor communication skills, or sense of responsibility—as major problems that need to be overcome, rather than a need to increase occupational skills.

Logistics occupations in demand require computer literacy, problem-solving and communications skills in addition to on-the-job (OJT) training. Diesel mechanics require extensive training and mechanical skills, which increasingly requires an education at a formal program. Forklift drivers must be certified at their location by a qualified trainer.

- What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates?

According to the 2000 Census, 434,468 people twenty-five years of age or over had at least a high school diploma. That represented 81.8 percent of the regional population in that age group. Additionally, 87,530 or 16.5 percent had a bachelor's degree or higher. The average graduation rate for the region's schools is 90.2 percent, representing over 30 school corporations. Three schools reported graduation rates of 100 percent, and another 15 schools were between 95 and 99 percent.

Workforce Data Needs

- What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.

Since existing and prospective employers rely on the availability of a qualified workforce when making a decision to relocate or expand, it would be extremely helpful to be able to identify the number of people in various occupations by radius rather than political boundaries (city, county, etc.) or simply by industry. Commuting time is an important determinant for the available



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workforce pool. Most employers utilize a 20- to 30-mile radius to determine the available workforce pool, but current data formats do not support such decision-making. One potential solution would be the use of third-party economic modeling software that can identify workers by occupation and radius. There are several third party commercial vendors that provide this economic and workforce development modeling software, economic impact analysis, and other features that would assist economic development professionals, community leaders and prospective companies with their location or expansion decision. It would also assist the RWB with strategic planning, policy development, and forecasting the workforce needs of the region.

As for the DWD Web site for job seekers, the DWD quick job search tool asks for a specific city when people are looking for employment. A county option or zip-code radius function would make the tool much more useful for job seekers. This would simply require additional programming for the current data.

Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

In order to ensure that the mission, vision and goals of the NWIWB are carried out successfully, the Executive Committee recently established four teams as follows: Youth team, Oversight team, Resource and Economic Development team, and a Policy team. Each team will be chaired by a NWIWB member.

The Youth Team will identify issues and determine strategies to promote career awareness and skill development emphasizing educational attainment and productive employment. The team will support the Work Ethics project, Jobs for America's Graduates, the Manufacturing Camp and will also address any potential pilot project relating to the new formula used to calculate the school drop out rate.

The Oversight team, working with the RO, will do oversight, marketing and will support WorkOne operations throughout the region. Commissioner Andrew Penca was to look at how these individuals should interact with the NWIWB and the RO to make sure there is no duplication of efforts, especially in relation to contacting employers about training, WorkKeys profiles, etc.

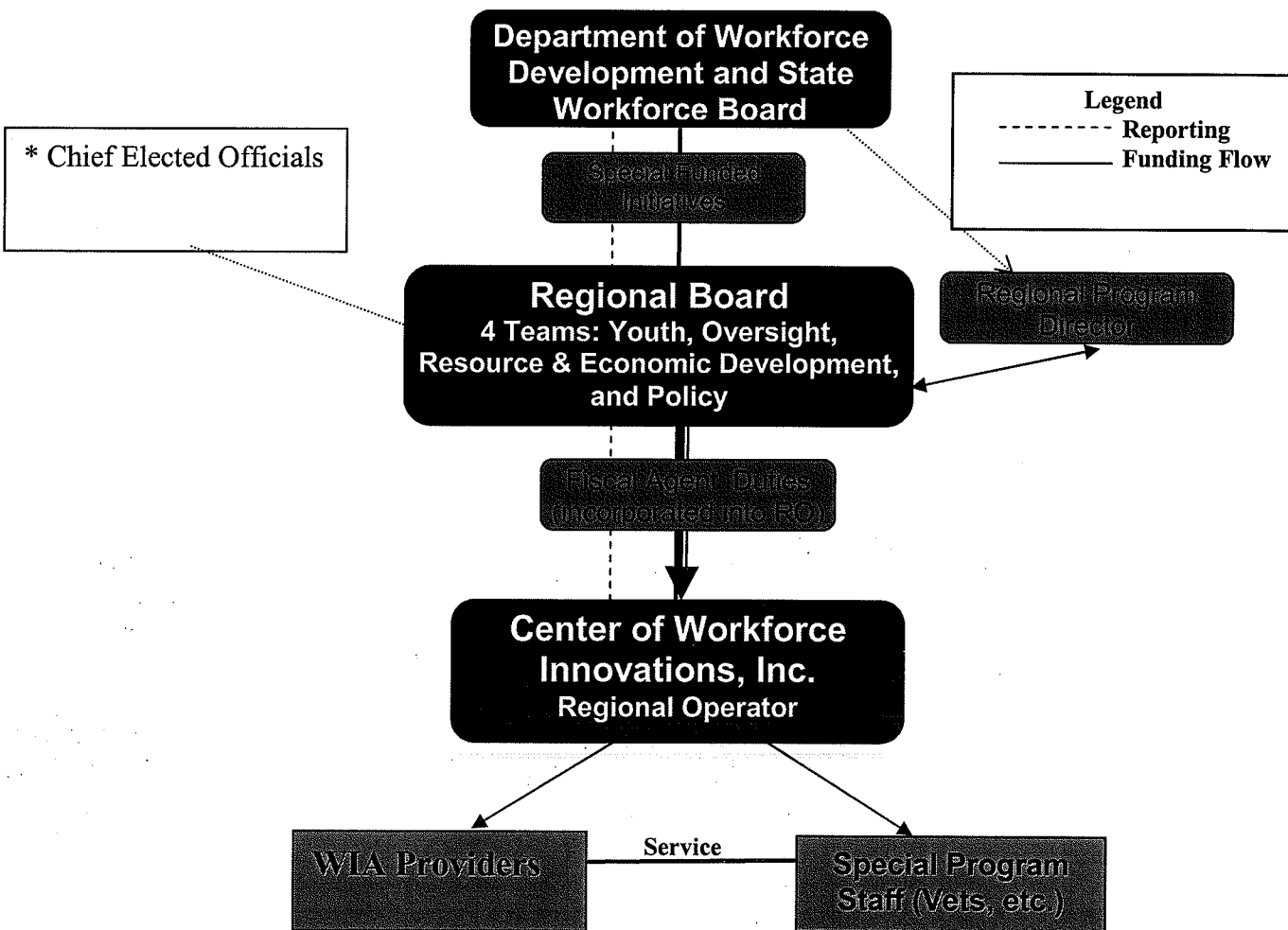
The Resource and Economic Development Team will identify potential resources for the WorkOne System and will help to determine where alignment of service and training providers needs to occur.

The Policy Team will keep abreast of the changing landscape of state and federal law related to the workforce and will determine the public policy needed in order to address workforce needs.



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WorkOne Partners

Indiana Workforce Dev.
 WIA Service Providers
 Transition Resources - migrant
 Adult Education
 Senior Services
 Housing Authority
 Secondary Education
 Vocational Rehabilitation
 Various Community and Faith Based
 DFCS
 Community Service Block Grant
 Literacy Programs
 Other Local Partners

WorkOne Locations

Full Service

Gary
 Hammond
 LaPorte

Express Offices

E. Chicago
 Crown Point
 Porter County (Valpo/Portage)
 Michigan City
 Jasper County
 Newton County
 Pulaski County
 Starke County



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Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

Organization	Services Provided
Job Works, Inc	WIA Youth Services Services provided in LaPorte, Michigan City, Valparaiso, Portage, Starke County, Pulaski County, Jasper County and Newton County WIA Adult Services Dislocated Worker Services Services provided in Portage (New Enrollments)
KV Works, Inc	WIA Adult Services Dislocated Worker Services Services Provided in LaPorte, Michigan City, Valparaiso, Portage, Starke County, Pulaski County, Jasper County, Newton County, Gary (New Enrollments) and East Chicago (New Enrollments)
Workforce Development Services, Inc	WIA Adult Services Dislocated Worker Services Youth Services Services provided in Gary, Hammond, East Chicago, Crown Point

Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

WIA Service Plan

- What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.

EGR 1 provides all services specified and allowable under the Workforce Investment Act to Adults, Dislocated Workers and Youth with the exception of Needs Related Payments.

- What is the availability (capacity) for each of those services?

The services to Adults, Dislocated Workers, and Youth are made available out of all 12 WorkOne and Express locations within the seven county region. These services include Core,



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Significant Staff Involvement, and Follow up. Generally, rural locations see from 1,000 to 3,000 unique individuals over the course of a year. Many of whom use the offices to register for the Wagner Peyser CS3 system or to obtain information and referral. Significant Staff Involvement or what use to be called enrollment/registration into WIA will run about 8-10% over the overall traffic. Larger offices will report between 6,000 and 10,000 unique visitors with about a 3-5% overall WIA enrollment ratio. As the volume goes up the ratio shows a decline.

All offices have Information Resource Areas, at least one case manager/intake person, and in some cases a work experience from AARP or IMPACT as a part time temporary support. Most offices have both Adult/Dislocated Worker and Youth program staff – although in small offices this may be a person who is shared between two locations. The larger offices have a compliment of staff that include Wagner Peyser, Veteran, Trade, and Workforce Investment specialists.

- What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.

Customers entering WorkOne locations will either go to the service desk, or will be able to access the Information Resource Area without any waiting. At the service desk, a WorkOne staff listens to the customer as they identify what they are coming into the office for. They are then routed to the proper staff person or provided any of the following: (Generally the protocol is used for all entrance into the center)

- Registration through the Customer Self Service System (CS3)
- Speaking to a job counselor/ES 5
- Routed to pre scheduled testing sessions
- Directed to the location of in-house training classes
- Directed to ABE/GED classes – if co-located
- Scheduled or directed to an orientation, intake or testing
- Routed to a Case Manager if in need of or have appointment for intensive services/training
- Routed to special program staff such as Child Care or IMPACT
- Directed to speak with a Job Developer
- Directed to speak with a Veterans' representative
- Directed to speak with an Intake Specialist
- Directed to speak with a Trade Adjustment Assistance representative
- Provided guidance or information on Unemployment Insurance
- Provided answers to most common community level questions
- Provided referrals to partner agencies if readily apparent
- Directed to the Information Resource Area to scan the Indiana Job Bank, work on their resume, search the Internet for job/training opportunities, or obtain information on School-to-Work, training opportunities, and other community services available to assist them

Significant Staff Involvement

Significant staff involvement or Intensive and Training Services will include all allowable services for Adults and Dislocated Workers, but does not apply as such to Youth services.



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Follow up

- For each program year covered by this plan, how many clients will be served using WIA funding?

Enrolled WIA	Adults	Dislocated	Youth
PY 06	662	788	1,032
PY 07	625	550	700

The reduction in client volume for 2007 is due to not having as much carry-in as the previous year, in addition to increased training costs.

- How many WIA clients will be served in each tier of service (Core, Intensive and Training)?

Core	1125 Adult/Dislocated Worker	Youth N/A
Significant Staff Involvement	800	650
Training	400	350

- What criteria does the RWB use for priority of adult intensive and training services when funds are limited? A description of the process for applying the priority of services should also be included.

The priority ranking system components including those required by the state and/or Federal regulations (denoted by *)

- TANF recipient *
- Other low income persons interpreted as those who meet the 70% lower living standard *
- Food Stamp recipients *

To be considered direct service expenditures when the priority ranking system has been evoked for a tier of service, an individual must meet one or more of the characteristics above. Each characteristic translates to one point. Add to this sum: a) zero (0) if the individual resides outside the State of Indiana; or b) 1 point if they are an out of area resident; or c) 2 points if they reside within the EGR 1. The final characteristic has no value unless an individual has one or more of the initial qualifying conditions.

Priority will then be given to those individuals who have one or more points but cannot be used as a method to exclude targeted and protected categories of individuals. Equal Employment Opportunity and Civil Rights will be observed throughout this entire priority process.

The priority ranking system would be put in place when the service provider management and/or Regional Fiscal Agent validates that the funds have been deemed limited or no later than when the provider has achieved 90% of their Intensive or Training obligations prior to the final quarter



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of any program year. Intensive and Training funds are taken separately and the priority system put in place for that tier demonstrating this level of obligation. Using this strategy it is possible to have various combinations of implementation. The WIA program could have priority ranking on neither tier, on Intensive not Training, on Training but not Intensive or on both at the same time, contingent on the formula above. In the event that two providers are servicing the same title and location referrals would be made from one provider to the other until both achieved the 'limitation'.

- What is the RWBs definition of self-sufficiency?

The self sufficiency definition adopted by the RWB is the Indiana Coalition's newest self-sufficiency formula. When an individual who is employed seeks Workforce Investment Act services this test of income is done to determine level of need. Next extenuating circumstances are taken into account for the Adult population for such things as physical limitations, need for change of careers, and other life altering circumstances that may impact the current status of the client.

Under employed individuals or dislocated workers who have intervening employment are considered for services.

- How will the WorkOne determine whether proposed employment leads to self-sufficiency?

When servicing employed workers in the WIA intensive tier (more recently referred to as part of Significant Staff involvement), EGR 1 will recognize a definition consistent with the standards set forth by the ICHHI self-sufficiency definition. Individuals whose income is at or below this standard shall be given consideration for services defined in the Act as intensive and training, unless the priority ranking policy is invoked.

Early during program involvement the calculator will be used to assist an individual to better understand their baseline financial need. This indicator will be used in context with other assessment and career guidance techniques.

Any individual who successfully secures employment during program participation will have their wages compared with those depicted as self sufficiency using the ICHHI guidelines. This definition will be used in any instance whereby a 'self-sufficiency' test is necessary.

- How does the RWB's individual training account (ITA) system operate? Include allowable exceptions to ITAs and how those exceptions are determined to be exceptions and how they are processed.

The ITA system is very straightforward and contains few loop holes. Any individual who has completed at least 1 WIA Core service and one Intensive service without securing employment can be considered for an ITA. Frequently a career research paper is used to ensure that the individual has taken into account all aspects of their chosen career.



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An ITA of up to \$4,000 is available to be used toward occupational skills training for a one year period. The ITA can be awarded for a second year if schooling continuation is justified. The ITA is issued if the occupation selected falls within those approved and on the Occupations in Demand List issued by the RWB and the school/coursework can be located within the Consumer Reporting System.

- How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.

Our philosophy for monitoring held throughout the 20+ years of experience is both preventative and educational in nature. This means identifying potential pitfalls that could result in even greater problems if neglected. It also means working with all staff from field to management in a way that depicts respect while guiding, counseling and mentoring on the key program and process requirements. Monitoring is never deployed with a 'gotcha' attitude. The approach is to work with the organization to help them identify strengths and areas needing improvement.

Information that is part of the monitoring process incorporates the depth and breadth of all that goes on including: formal review of contractual, performance, customer satisfaction, and data management. Local performance indicators may be established by the Regional Board and strategies to track and evaluate them would be discussed with staff then implemented.

The Regional Operator would utilize four solution-based approaches to monitoring and evaluating program outcomes.

The First is to ensure that all staff clearly understands policies, procedures, and operating philosophies.

The Second is accomplished by an on site visit and includes observation and document review of paperwork, files, and related documents using a 'real time' mode. Results from this action, though ongoing, would be formally reported no less than quarterly. Additional 'desktop' reviews will take place when opportunities for improvement are noted.

The Third is the training and consistent sharing of job specific information then spot checking to evaluate if staff understands and are implementing. This becomes particularly critical when changes to current processes take place.

The Fourth aspect to monitoring is the formal monitoring that is completed annually before the state of Indiana makes its formal visit. This monitoring provides in depth research, review and analysis of all programmatic aspects. The quality and integrity is evaluated by comparing what is taking place against policies and standard procedures. This results in a formal report, to the regional board and to the service providers on strengths and areas needing improvement.

The monitoring will focus on both quantitative and qualitative measures. Mentioned above is a comparison of actual field operations against policies, customer satisfaction, and SOP conformance. This will be coupled with monthly reviews of actual-to-goal performance for all funding level standards. Where performance indicators are lagging corrective action will be



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taken to institute changes. This might include review of service mix, flow, staffing, recruitment, or processes that are proving to impede progress. Suggested action and corrective action will be shared with the Regional Board.

- How will substandard or ineffective delivery of services by a service provider be determined?

All providers are responsible to report monthly to the Regional Operator. The reports include number of individuals seen, enrolled, and types of services. They are also reporting expenditures against their respective contracts. The qualitative or operational reports are then compared to the terms set forth in their contracts. Each provider gets a feedback report that outlines strengths and weaknesses in their progress and performance. Financial evaluations take place on a quarterly basis with a trend analysis that projects year end contractual expenditures. The expectation for contracted funds is a 95% expenditure and 100% of the contracted enrollments and services. If any provider falls more than 10% off pace they are expected to provide a written corrective action plan. If the second quarter does not demonstrate improvements in the area cited then formal action such as deobligation of funds or offering additional numbers to an alternate provider takes place.

Adult and Dislocated Worker Services

- What strategies are planned for the recruitment of adult clients?

Adults and Dislocated Workers are part of the overall traffic that comes into the Information Resource areas. If an individual cannot find employment through self service, that means they are then considered for WIA funded services.

The WorkOne staff also have local partner alliances whereby monthly meetings are held to discuss services, coordination, and client centered needs. Using a multi-organizational network referrals are more readily made.

Dislocated Workers are more often the result of early intervention strategies. A Regional Early Intervention Team interfaces with employers who are at risk of laying off, and of course, with the State Dislocated Worker Specialist. When a company finds itself in need of reducing its labor force, the Regional Team – made up of all WorkOne fund partners – begins to lay the foundation for initial services and enrollments. The Rapid Response phase of this intervention then begins to channel those in need for more extensive services to the WIA case manager and the WIA intake process.

- How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?

Region 1 is implementing a comprehensive referral process with the assistance of a DOL Touching Lives sponsored project using the technical assistance of SEEDCo, an east coast based firm experienced in urban One Stops. This process will standardize how to provide information



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and make referral contacts with all formal and informal partners. Presently each office in collaboration with their partner group has a process designed to meet the local needs. Through the SEEDCo technical assistance these individual protocols will become more standardized.

Presently referrals are made either by using the internet based unified faith and community based informational database or through a traditional paper method. In rural areas frequently the referral is via use of phone or e-mail. Referrals are tracked and the number of referrals made outside the WorkOne office gathered on a monthly basis. We will improve the referral process by adding to the referral tracking outcomes and results tracking.

Each office has a listing of formal and informal partners, both with and without MOUs. Those with MOUs have identified on the attachment what services they provide. Likewise the faith and community based groups in the informational database identify services, locations, target groups, and key contact personnel.

Lastly all offices hold monthly, or in rural areas bi-monthly, workforce alliance meetings. These meetings are intended to improve coordination, share information about services available, and identify opportunities for improvement. All agencies whose mission is or is in support of workforce issues are invited.

- Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.

The RWB will work with various local and regional agencies and organizations to address the need for literacy, GED and workplace skills training for adults through such entities as The Discovery Alliance, the numerous adult education learning centers throughout the EGR, IVY Tech Community College, and other service providers. The RWB is currently working with employers affiliated with the Port at Burns Harbor on specific skill building that is embedded with workplace skills, literacy and ESL training. The RWB's Fast-Track Logistics program recruited several dislocated and underemployed adults from the various adult education programs. Applicants who were unable to qualify for the training are being referred to remedial programs and encouraged to reapply in the future. The RWB will continue to seek funding for training programs to address the needs of employers and prepare adults for occupations in demand. The RWB will also continue to work with employers to strengthen the skills of incumbent workers through TAG grants and other funding sources. The president of CWI (the Regional Operator) is serving on the Indiana State Chamber of Commerce's new literacy advisory board for a statewide initiative to address the issue of literacy and low educational attainment among adults.

- What specific plans are in place to increase program integration within the WorkOne and with other community resources?

All WorkOne offices have the workforce alliance groups that are a cross section of workforce and related service delivery groups. The purpose is to strategize procedures for inter-organizational referrals, inform each other on services, and evaluate quality and customer



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satisfaction. These groups, in some cases are a subset of an existing group such as is the case in Jasper and Newton counties. In other instances they become the forum for larger workforce issues that arise within a community such as the Portage Mayor's Job Fair. During the course of PY 06 both the SHARE project and our USDOL Technical Assistance, Seedco project, will take shape. Both emphasize community resource and referral within the workforce industry for the benefit of job seekers and employers. A complete WorkOne system commitment has been made to standardizing integration and coordination both within and outside the 'bricks and mortar' of the WorkOne buildings.

- How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?

The Region has put together a six to eight member Regional Response Team whose function is to provide early intervention services. The members represent all facets of the local workforce system including WIA, WP, TAA, and UI if they choose to participate. Through extensive training this team is cross training and all members are equipped to make the initial contact when confronted with possible company lay offs.

The first step when any member of this team is made aware of a possible lay off will be to distribute an e-mail notice to all members including the DWD Rapid Response specialist. The nature of the e-mail is to notify the team and clarify if any member, including the state Rapid Response specialist, had additional information.

The next step will be to allow the DWD Rapid Response specialist the option of making the initial contact. This will be done in all cases as both a courtesy and to ensure that DWD is closely aligned with the information being gathered.

A contact, preferably an on site meeting, will be scheduled with 2 or more members of the team. If the DWD specialist elects to make this contact then they are encouraged to take one of the team members along so that local intervention can be anticipated.

At the initial meeting or during the initial phone call (if possible), the reduction in force is confirmed. An interview form will be used to gather all key pieces of information. This interview form, after it is completed, is routed to the entire team. A next steps planning meeting by the Regional Team, which may take the form of a conference call, then sets the stage for what needs to be done and who will take key lead roles.

- How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?

The Early Intervention Team, made up of representation from various system disciplines, in conjunction with the various employer based specialists, will be continually scanning our employer community to identify employer needs. They will be trained to ascertain when needs are translated to 'risk' and how business solutions can be brought in to lower these risk factors.



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If the result is still a reduction of labor force, the Early Intervention Team will be joined with Rapid Response members to plan for and initiate service.

- What are the active petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.

Petition #59263 A Bust Tool and Mfg. Co., Inc. located Hammond, IN - effective date: 5/23/06 through 5/23/08 – less than 50 workers

Petition #58693 Lake County Greenhouse Corp. located in Crown Point, IN - effective date: 4/25/06 through 4/25/08 – less than 50 workers

Petition #57506 Viskase Corp. located in Kentland, IN – effective date: 8/4/05 through 8/4/07 – 220 workers

Petition #56208 Federal Mogul located in Michigan City, IN – effective date: 12/29/05 through 12/29/07 – not sure of number of workers

Petition #55718 Halstab located in Hammond, IN – effective date: 11/23/04 – 11/23/06 – not sure of number of workers

- How are services for TAA participants coordinated with other services offered through the WorkOne?

Attached to this plan is the proposed and approved process plan for the coordination of TAA (See **ATTACHMENT B**). This plan is based on communications during the spring of 2006 and the March 2006 IWD staff facilitated discussion with all Region one TAA and WIA service provider staff. This process diagram was agreed to and continues to be upheld in Region 1.

- What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.

At this time, we do not have any information to substantiate any layoffs of this size.

- How are services for these dislocated workers coordinated with other services offered through the WorkOne?

Region 1 sees no difference between dislocated workers who are part of a formal intervention and those who walk into the WorkOne. Even when services are launched at the site of a dislocation they are deployed using the same methodology as those offered at the WorkOne or Express locations. As a dislocation progresses on site services are slowly shifted over to and mainstreamed into those at the WorkOne again creating a transparent – albeit logistical – delivery system.



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Youth Services

- What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?

55% of the total WIA youth funding will be spent on in-school youth and 35% will be spent on out-of-school youth.

- What recruitment strategies will be used for out-of-school youth? Historically, the number of out-of-school youth enrolled in the program has been low.
- 1) Community out reach through newspaper announcements, job fairs, and community service fairs;
 - 2) Educational providers such as Adult Education, post secondary institutions and high schools will be sent information on WIA youth programs;
 - 3) Organizations such as YMCA's, Youth Service Bureaus, Neighborhood Centers, Boys and Girls Clubs, Family Resources, CAP agencies, Housing Authorities, Corrections agencies, and other FBCO's will be provided information about WIA youth programs;
 - 4) Youth providers will put information about youth services on their websites.

- What strategies will be used to keep out-of-school youth active in the program?

In addition to offering the 10 WIA elements the case manager will provide support and guidance to the older youth as they participate in the program. This includes supportive services such as child care and transportation to relieve financial pressure and provide reliable transportation to training and other WIA related activities. Other counseling will include issues addressing poor self esteem, poor interpersonal skills, communications, and parenting.

- How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?

Adult Education services are offered out of over half of the WorkOne and Express locations. This means an ongoing relationship with the adult education provider, of which Region 1 has four different organizations who provide Adult Education and GED preparation in their respective territories. The Adult Education providers are key to the local workforce alliances and in the past were part of the One Stop Operator Consortium. Therefore this level of coordination and the relationships will be maintained.

The Secondary Education system is linked to the WorkOne through the Community Compact, Work Ethic, WorkKeys, and by WIA youth recruiters. One school system actually pays part of the salary for a service provider staff person thus allowing this individual to operate as an itinerant on site.

- Provide the local definition of "deficient in basic literacy skills."

A grade level behind that which they should have achieved.



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- Provide the local definition of “requires additional assistance to complete an educational program, or to secure and hold employment.”

The individual who has never worked before and/or poor work history including a limited time on a job.

- Provide the local barrier that permits youth who are not low-income to receive youth services.

Presently the EGR 1 RWB is recognizing the local barriers that were allowable under the WSA-WIB structures. This includes free lunch, minority males, and other barriers to employment. These will be evaluated during the first year and plan amendment made if it is found that added barriers exist that have here-to-fore not been recognized.

Pilot Projects

- What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects.

Major Opportunities

CWI, as Regional Operator, is working with the WorkOne offices to coordinate the recruitment, assessment and remediation of minorities interested in entering the building trades. The Major Opportunities program is designed to identify those in need of assistance in order to qualify for an apprenticeship program. Those who score a five or above on select WorkKeys assessments are automatically referred to the various apprenticeship programs. Those who score a four or below are eligible to enter the Major Opportunities program to prepare them for the apprenticeship program.

This project, developed by the State, will bring individuals into WorkOne offices who have never accessed services before which will provide an opportunity for new service delivery and assessment of any new or different models of services which should be developed.

Jobs for America’s Graduates (JAG)

Jobs for America’s Graduates (JAG) is the largest national organization serving at-risk and disadvantaged youth. The objectives of the JAG Model include:

- Working with high school students and/or dropouts who possess multiple barriers to complete requirements for a high school diploma, pursue a postsecondary education, and/or secure and keep an entry level job leading to career advancement opportunities.
- Delivering a prescribed set of services during the in-school phase of the program.
- Delivering a prescribed set of services during the follow-up phase of the program
- Achieving high performance outcomes based on services delivered in the in-school phase (1-4 years of in-school services) and 12-month follow-up phase.



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Northwest Indiana is one of four regions to pilot the JAG program in Indiana. Five schools have been selected to participate during the first year. Those schools include East Chicago Central High School in East Chicago and Lew Wallace High School, Theodore Roosevelt High School, West Side High School, and William A. Wirt High School in Gary. Job Works, Inc. was secured as the service provider for this initiative.

Work Ethics

The WorkEthic Certification program prepares high school juniors and seniors for the workforce by developing or enhancing the essential soft skills needed in the work place. The program was piloted with 11 schools in Northwest Indiana last year and has expanded to 19 this year. That is approximately 38% of all the high schools and career centers in the region. Next year, our goal is to have 50% of all schools participate. The program is based on a set of 10 standards, which incorporate soft skills, approved by employers that students strive to achieve throughout the school year. The 10 standards include: discipline, attendance, absence, tardiness, community service/internship, grade point average, organization, punctuality, respectfulness, and team work. Administrators and educators within the participating school systems evaluate student performance. Area employers support the program and recognize the certificate during the interview process.

This program is student driven in design further emphasizing the importance of the essential skills needed. The student is responsible for the following:

- Selecting the educators or other appropriate personnel to evaluate their progress
- Choosing a community service project or volunteer opportunity to complete or participating in an internship
- Returning all completed paperwork to administrators in a timely fashion
- Adhering to all standards as they participate in the program

After completion of the program, students who have achieved all standards will receive a WorkEthic certificate signed by the governor of Indiana. This certificate will become part of the student's portfolio.

Workforce Readiness - LaPorte County

The NWIWB received \$40,000 in Reed Act funds to implement a workforce readiness initiative in LaPorte County with an emphasis on WorkKeys. Matching funds in the amount of \$25,000 were provided by the Michigan City Development Corporation and the Greater LaPorte Economic Development Corporation to cover traveling expenses and a marketing campaign. A Business Liason was hired to coordinate a county-wide effort to recruit employers to utilize WorkKeys in addition to educating them about other business services available through the WorkOne system. The Business Liason markets the benefits of WorkKeys to employers, business groups, community organizations, and connects interested employers with business services and training grants that are available from IDWD.

- What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.



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Major Opportunities

The program scope is to prepare and train 200 people for construction apprenticeships, with the benefit of increased opportunities for minorities to enter the construction industry. People are being recruited from various community partners and the WorkOnes to give them WorkKeys assessments, remediation, and preparation and training for qualified individuals for the exam to enter the apprenticeship program. Evaluation methodology for this program includes desktop monitoring and on-site monitoring, in addition to a survey of participants to determine satisfaction levels. Another metric will be the number of people who successfully complete the program and are accepted into the apprenticeship program. There is no budget at this time for this project, and the budget source is not applicable.

Jobs for America's Graduates (JAG)

The program scope is to enroll a minimum of 175 juniors and seniors from five high schools, including two career centers. The benefit of participation is to complete high school graduation and enter successfully into either employment, post-secondary education, or military service. The expected outcome is that 80 percent of participants will graduate from high school and move on to job placement, post-secondary education or military service, with 60 percent fulltime employment after one year of completing the program. Evaluation will be performed by the Indiana Youth Institute. CWI will ask them to extract our data to determine our measure of success with the program, in addition to our own internal desktop and on-site monitoring. This program will be funded using Workforce Investment Act (WIA) funds and therefore performance measures will be the same as under WIA. The budget is \$225,000 of Youth funds.

Work Ethics

The program scope is to prepare youth for jobs by providing them with activities and metrics like attendance and community service to instill in them a sense of the intrinsic value of doing their best work and the reward of earning a Work Ethics Certificate that is recognized by area employers. The benefit is that over 250 students from 19 schools in 6 counties will receive a certificate that is recognized by area employers as a measure of their increased employability. Evaluation methodology includes desktop and on-site monitoring in addition to feedback from participating students, teachers, administrators, community organizations that benefit from students' community service, and employers. There is no budget for this program at this time.

Workforce Readiness - LaPorte County

Program outcomes include the following:

- 25 additional employers in LaPorte County will register to use the WorkKeys system in their hiring strategy
- 100 profiles will be successfully completed
- 4,000 additional WorkKeys assessments in one year
- 600 jobseekers will successfully secure employment
- Utilize a case management program to track data from assessment to CS3 registration to placement or promotion.

- Are there pilot projects that the RWB would like to operate? Please list.

Career Advancement Accounts (CAA)



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The State of Indiana through the Indiana Department of Workforce Development sent out an invitation to all regions to bid on funding for the CAA Demonstration program. Part of the application required a 75% match for the first year and a 100% match for the second year. CWI on behalf of the Northwest Indiana Workforce Board submitted an application to pilot the CAA program.

CWI proposes to train 20 individuals and will administer the CAA program using a two-fold strategy. The first strategy is to use a target or “control” group, comprised of individuals who participated in the Workplace Skills Initiative. They will have the opportunity to use the CAAs to further their education. As mentioned previously, these individuals will receive a CDC through Workplace Skills. The use of the CAAs will allow these individuals to obtain certificates of technical achievement.

The second target group will offer an equal number of CAAs to workers within the general labor pool of the Transportation, Distribution and Logistics (TDL) and/or Advanced Manufacturing sectors. These individuals will be new to the EGR 1 workforce system and will be considered an “experimental” group. These incumbent workers will receive minimal career guidance but be required to pursue course work that meet the conditions specified below with achievement of credential or skill upgrades leading to promotions.

Community Workforce Compact in partnership with the Center of Workforce Innovations

The Compact continues to grow in its impact on career awareness and related information for the middle schools and high schools in the EGR. The Compact Web site provides extensive information about career ladders for various industries, education requirements, skills and tasks, compensation, and prospects for growth. The Web site is complemented by a monthly newsletter that is distributed to all of the secondary schools and their superintendents.

Expansion of SSI strategies, particularly in Manufacturing and Construction

CWI was successful in receiving funding for various initiatives to support the manufacturing industry, including supervisory training, welding, connecting veterans to jobs, and RFID. CWI plans to partner with another organization to create a Center for Advanced Logistics and Manufacturing, which would house classrooms, training resources, a learning lab and other services to support the manufacturing industry. As more employers participate, we expect the need for increased services and resources to increase, especially in the area of customized training.

CWI also expects a dramatic increase in construction jobs and other trades throughout the EGR as a result of several large projects getting underway over the next few years, including BP, Mittal Steel, US Steel, Blue Chip Casino, Horseshoe Casino, and Praxair. CWI is currently meeting with these large employers to discuss the need for a joint effort for recruitment and training. As these numbers come into focus, along with available training budgets, CWI expects to leverage available funds to build a sustainable pipeline for placement and training. The methodology that was used in CWI’s SSI strategy for manufacturing and logistics will be implemented to meet the needs of the construction industry regarding new employment and replacements, which are expected to exceed 3,000 over the next few years. CWI recently met



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with several of these employers to outline a strategy for working together on shared recruiting and training needs. CWI recently surveyed a number of large employers, indicating a need for over 5,800 workers and contractors with skills in manufacturing, operations, and skilled trades over the next five years.

The success of these initiatives will require additional funding for marketing in order to meet our targets for the expansion of these programs.

Section 5 – Signature Page

The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.

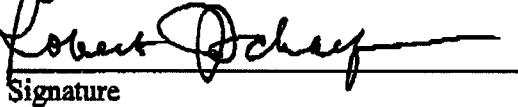
Public Comment Summary

This is optional for RWBs. The Balance of State WIB will secure public comment to meet USDOL requirements.

The parties, having read and understanding the foregoing terms of this Grant Agreement, do by their respective signatures dated below hereby agree to the terms thereof.

GRANTEE:Northwest Indiana Workforce Board, Inc.

Organization Name



Signature

Robert Schaefer, Chair

Typed or Printed Name and Title

Date

**INDIANA DEPARTMENT OF
WORKFORCE DEVELOPMENT**SAB Sales For

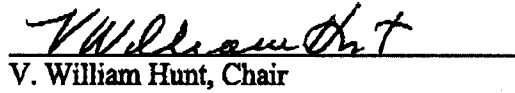
Andrew J. Pence, Commissioner

Date

STATE BUDGET AGENCY:

Christopher A. Ruhl, Director

Date

**STATE WORKFORCE INNOVATION
COUNCIL**

V. William Hunt, Chair

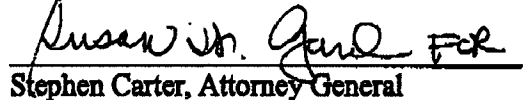
June 7, 2007

Date

**INDIANA DEPARTMENT OF
ADMINISTRATION**

Carrie Henderson, Commissioner

Date

APPROVED AS TO FORM AND LEGALITY:

Stephen Carter, Attorney General

Date



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December 2006

ATTACHMENT A

Performance Standards Report

CWI Workforce Area
July 2006 – June 2007

Customer Satisfaction **Goal**

Participants 74%
Employers 71%

Adult **Goal**

Entered Employment 82.0%
Retention Rate 84.0%
Credential Rate 64.0%
Average Earnings \$10,403

Dislocated Worker **Goal**

Entered Employment 87.0%
Retention Rate 91.0%
Credential Rate 62.0%
Average Earnings \$14,544

Older Youth **Goal**

Entered Employment 73.0%
Retention Rate 84.0%
Credential Rate 48.0%
Earnings Change \$3,200

Younger Youth **Goal**

Skill Attainment Rate 87.0%
Diploma Attainment 60.0%
Retention Rate 62.0%

Common Goals **Goal**

Entered Employment 82%
Employment Retention 84%
Earnings \$10,403

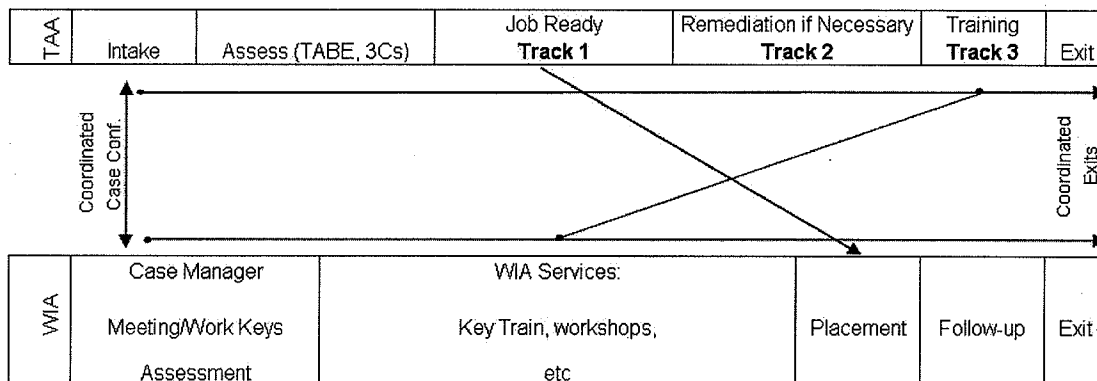


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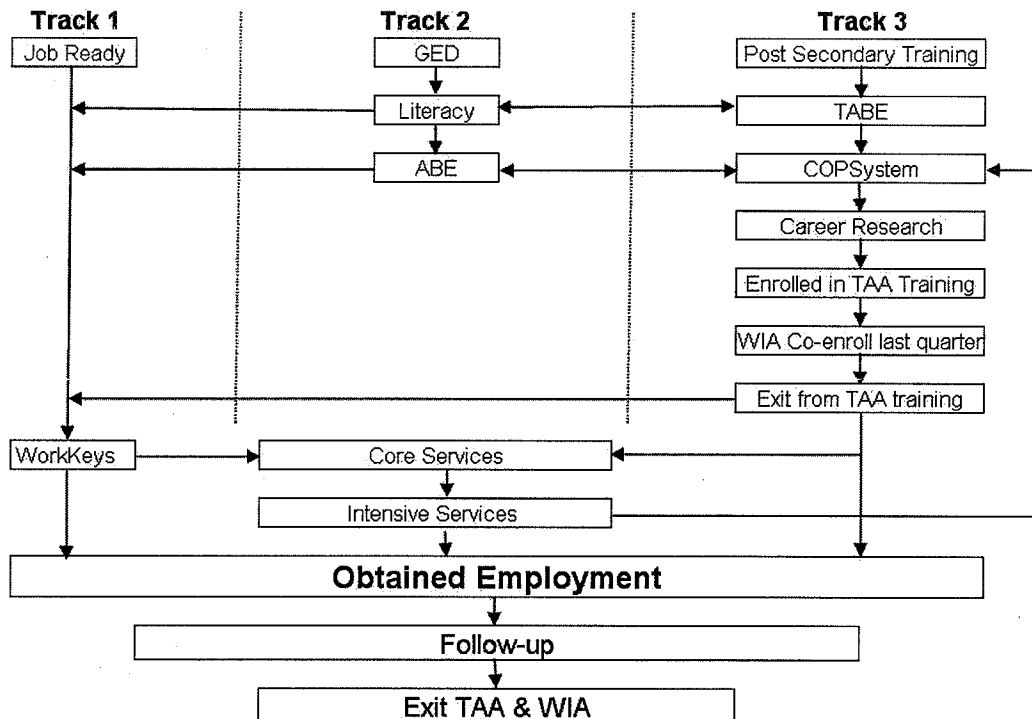
ATTACHMENT B **TAA / WIA Co-enrollment Strategy** **Flow Chart**

WIA/TAA CO-ENROLLMENT PLAN OVERVIEW



Flow in getting from TAA Intake to WIA Exit:

Falls into: Job Ready or Needs Training (GED or Post Secondary) categories





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Tracks are not mutually exclusive and may overlap for any individual; WIA may co-enroll at any point but no later than final grading period

Individual Job Ready: (WIA & TAA) Track 1 - fast track

1. Take WorkKeys test
2. Provide Core and/or Intensive services as needed:
 - a. Skill Identification
 - b. Job Search Techniques
 - c. Resume Writing
 - d. Interviewing Techniques
 - e. Employment Workshop
3. Unable to obtain employment:
 - a. Enter the Post Secondary Training program flow below

Individual Needing GED, Literacy, ESL: (TAA Coordinator in Collaboration with WIA) Track 2

1. Referred to an Adult Basic Education or other organizations providing GED, Literacy or ESL programs.
2. Once completed: Person is either Job Ready or needing Post Secondary Training.
 - a. Enter the Job Ready program flow above
 - b. Enter Post Secondary training flow below

Post Secondary Training: (TAA Coordinator may be assisted by WIA staff in offices where there are no TAA staff) Track 3

1. Take the TABE test
 - a. Unsatisfactory results--refer to GED, Literacy, or ESL as appropriate
2. Take the COPSysteM (COPS, CAPS, & COPES) assessments.
3. Complete the Career Research Packet ensuring training request meets the Occupations in Demand criteria.
4. Enrolled in Training.
5. During last quarter of Training program--Co-enroll applicant with WIA partner.
6. Upon completion of training program:
 - a. Enter the Job Ready program flow above.



Region 1, *Northwest Indiana Workforce Board*
Local Plan – PY2006 and PY2007

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